THE THE REST

TASK PORCE ON MANFORMS CONTROL

Paper's

BASTERN ENROPA DIVISION

INSPECTION AND REVIEW STAFF
OFFICE OF THE DAFOTT DIRECTOR (PLASS)

22 September 1954

TARE PORCE OF MANFORER CONTROL

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MANTERS EVENT: DIVISION

I. PERSONS OF the Parson

- l. To determine the accuracy and effectiveness of the numerous centrols currently affecting the processing of personnel matters;
- 2. To determine the accuracy and effectiveness with which the existing records system reflects the assignment of personnel;
- 3. To determine the number of persons paid at headquarters with unvoushered funds;
- is. To analyze the effectiveness of existing personnel and organizational control systems under which the division operators and
- 5. To arrive at conclusions affecting personnel management on the basis of information supplied by records searches and interviews with selected Division personnel.

II. Sources of Tesk Force Late

- 6. The sources from which data were obtained include:
- Assistant Director for Personnel (AD/P);
 - b. Payroll records of the Office of the Comptreller;
 - e. 25 Ministen records;
 - d. at Branch records; and
 - e. Interviews with selected personnel in the ac division.

III. Survey Pindings and Analysis (Introduction)

7. The task force has approached the analysis of manpower control within the Sastern Europe Division from three (3) aspects: centrels, personnel management, and records and reports:

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IV. Greivele

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- 8. The Eastern Europe Division has emmeded the authorized maspewer ceiling and its headquarters table of organization authorization, and has used unvergiored funds for the solution of edministrative problems.
- 9. This situation has developed out of the fact that EE Main sion had more personnel on duty of the time its ceiling was established then the ceiling sutherized. In recognition of this, He/F ideas authorized an overstrength in ET until 30 June 1954, especting that by that time the Division Sould reduce its staff to conform with its cuiling. When it became apparent last Spring that this would not be achieved, HE Division sought relief by requesting an impresse in ceiling. The request is pending in NO/A.

needs with its own organizational changes, notifying his by subsitting each month a current "re-manning table". His Divinion's attempts to ratify these changes by smending the official 7/0 for the sand processing appropriate personnel actions have been lagging months behind the actual changes. This lag is ettributable in large months behind the actual changes. This lag is ettributable in large months behind the setual changes. This lag is ettributable in large months behind the rigidity of the 7/0 supressl system. For example, His has been taying since April 1954 to obtain approval for a new line been taying since April 1954 to obtain approval for a new line.

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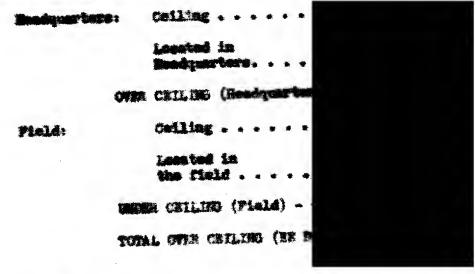
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A. Suppose Stilling

the Division has exceeded its total efficiel ADP civilian amposes colling (as reported to ADP by DD/P Admin 1 June 1996) by the field as follows:



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B. Table of Organisation

13. The table of organization, prosumably designed to ensure a proper manposer balance among various components and between headquarters and the field, has not been effortive in this regard, although the seatern serope Division is below its table of organisation position authorisation.

The headquarters approved table of organization 14. positions shereas there comprises exployees on duty in were actually Division headquarters as of 1 June 1954, an overage of approximately thirty-three percent (33%). (See Tab & for breakdown.)

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15. As of 1 June 1954, employees were on duty in the field egainst a table of ormanigation authorisation tions which includes one tary positions.

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shifts personnel 16. The fact that the and position slots periodical y, issued in the form of a "remaining table", further deconstrates the ineffectiveness of the table of organization as an authentic record in headquarters and as a control device. The periodic conversion of a "remaining table" to a headquarters authorized #ission table of organization is, in effect, a post action to correct headquarters records.

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18. These

gorized as follows:

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G. CIA Megulation (Confidential Junds)

17. The task force finds that confidential (or unvewchered) funds were used for the payment Clausiestine Services personnel in hespectature uncer the jurisdiction of the eastern wrope Wision on 1 June 195h of whom only two (2) occupied authorized headquarters unvouchered positions (See Tab B).

paid from unvouchered funds on duty in headquarters, for whom there were no authorized (unrouchered) positions, may be cate-

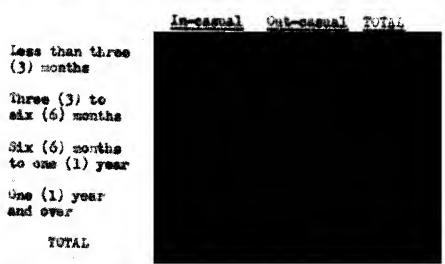
(a) Out-resuals (those sho had entered on duty on unvoyabered funds without having since served oversome) and (b) in-casuals (those the are oversoms returnes).

19. By length of time in headquarters on unvouchered funds, there were (as of 1 June 195a):

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- 20. It would appear that the "factors of eccurity or operations peculiar to this agency" do not "fully support the expenditure and proclude the use of vouchered funds" for payments to persons with the same status as efficially assigned headquarters personnel.
- 21. The continued use of unvoushered funds for such salary payments constitutes to a considerable degree a solution to an administrative difficulty which is prohibited by the intent of CIA Regulation and, specifically, by paragraph 76(1) thereof as quoted above. In part.

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affect on Budgetary Controls

22. Assuming the figures for 1 June 195h are average, the extent of obligation of unvouchered funds against field alletments for the salary payments of persons physically located in the continental United States and under the jurisdiction of the Sastern surepe Sivision would amount to approximately \$55,000 if projected on an annual basis. This estimate is computed using the figure persons and their average grade of 35

23. The budgetary distortion orested by this practice appears to be sufficiently substantial to warrant further attention. It is evident that budgetary controls also suffer from the practice of accounting for and paying head-quarters personnel from field alletment accounts.

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V. Personnel Maragement

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25. It is also evident that the Career Service Boards have been ineffective to a certain extent in secting the problem. In En Sivision at both branch and division is vels, the chiefs retain authority to veto the assignment to them of returness. Thus, a solution to the problem of reassignment of returness and the development of a strong career service is forestalled.

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returned to headquarters from everseas in Movember 1953. Fonding reassignment, he was detailed to the Administration Staff (So Division) to expedite the processing of out-casuals. In March 1954 he was detailed to the Chief of Administration (MD/F) and assigned duties involving revision of career service regulations. In april 1954 he replaced the outgoing FM career service officer. This employee as of 1 June 1954 still was paid from unvouchered funds and had been so paid since his permanent change of station which returned him in Movember 1953, rine (9) months ago.

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- 27. Attached as Tab C are ten (10) detailed cases illustrating the use of anvouchered funds to pay personnel performing regular headquarters duties unofficially.
- 28. A request for information pertaining to headquarters personnel who are assigned to overseas tables of organization was generated by the Chief of Administration (by end on 24 August 1954 (see Tab D). This memorandum was addressed to all senior staff and area 25X1A92 division personnel officers and requested submission of data by 1 Captember 1954 with monthly reporting thereafter.
- 29. The data requested should have been continuously available to senior agency efficials and is esential to the effective operation of the Clandestine Services career service beards. The necessity for a special report to obtain this information appears to substantiate the task force comments regarding the ineffectiveness of records and reports.

VI. Personnel Secords and Seports

A. Comparison of Office of Personnel and Task Force Findings

ately reflect the total mastern properties system does not accurately reflect the total mastern properties on headquarters strength. The task force found that, as of 1 June 195h, & Livieten had people or forty-eight percent (45%) more personnel in the headquarters complement than was reported by the assistant Director for forsonnel on 31 May 195h.

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ON DOTY STRUNGTH (at division Headquarters)

Office of Personnel Maport (31 May 1954)

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tack Force Findings (1 June 1954)

On mathorised Edge slots (youchered)

Unassigned (vouchered)

On field alots but in Hdgs (unvouchered)

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Cansaigned
(unvouchered)

Assigned to other than
Est 7/0

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Janier Officer Trainess

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B. A Militaton ecords

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- a. Tables of Organisation (Headquarters and Field)
 - (1) Current and in-process incumbents;
 - (2) Vacancies:
 - (3) Grades:
- (4) Transfer and promotion actions (posted from official personnel records);
- b. Alphabetical files of present and past staff employees and staff agents;
- c. Individual personnel files of current as employeer and personnel separated from the Division within the last ninety (90) days;
 - d. In-casual file (now being established);
- c. Sign-in register for personnel returning from the field;
 - f. Contract employee and agent file.

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The Remaining Table published by the Senior Representative in the privacy document from which the sories.

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twined to indicate the atticks table of organization assignments of suplements and indicate the atticks at requestly at variance with the actual datase and locations of apployees. Thus, within the of the 22 division, there are no consolidated there are in consolidated or field perconnel.

C. M. Dranch Property

but, instead, rely upon the Lylsion for such support, as well as the servicing and maintenance of personnel file felders. Simple records and notations, which vary among the branches, are saintained for the information and convenience of the respective chiefs of branches. No standardized forms or procedures have been developed or instituted at the branch level. The branches having any responsibility for the support of the use the latest available copy of the Samanning Table to the exclusion of the official table of organization.

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D. The Position Inventory

36. The position inventory maintained by the assistant lirector for Personnel purports to be a record of assignments. As such, it relates names to positions and components on the authorised table of organization and thereby becomes an official record of assignment and location for each employee.

M. The task force found that, as of 1 June 1956, the Add's position inventory for the mastern surope division failed to indicate accurately either the actual day status or the location by affice of individuals comprising of the division's total on-duty strength to be actual to the field. This situation may be attributed to the fact that the ADF records reflect only the status of individuals which is formalized by official personnel actions (Ferms 52).

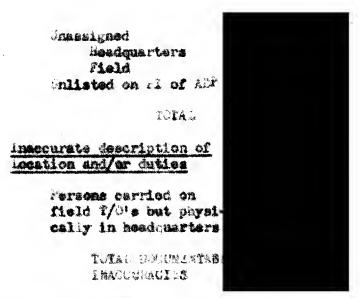
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36. The insecuracies of actual duty status and lecation which the task force has been able to tabulate are as follows:

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* Note: In addition to this figure, the task force has found indications of additional errors which it has been unable fully to document.

39. has operated for considerable time	25X1A6a
with a mo-called Ammenning Table. This periodic issuance by the	25X1A6a
Senior Representative in a stated by the	25X1A6a
te "for the surpose of accurately reflecting the status of the staffing and projecting for Washington headquarters	25X1A6a
and the Masion the personnel requirements of the Wissions. For example, the current official T/O carries the	25X1A9a
though it was dissolved by the Sanior Sepresentative early this year. Forsons assigned to this base have either returned to head-quarters or were reassigned to components of the by action of the Senior Representative.	25X1A6a
hO. The problems encountered by the and division headquarters in the processing of transfers and promotions are unusually difficult in that such requests contain the position number and job title used within the "measuring Table" and are often unrelated to	
the official T/G. Fositions are sometimes arbitrarily shifted within the organization without the prior approval of, and/or without prior notification to, the 86 livision.	25X1A6a
	25X1A6a
inventory maintained by the Office of Personnel do not accurately	25X1A6a
Furthermore, the lack of any definite relationship between the Me- manning Table and the official to table of organization	25X1A6a

cessing of personnel actions by At headquarters.